

8 August 1986

TO: ALL OTE EMPLOYEES

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FROM:
Director of Training and Education

Attached you will find an excerpt from the DCI's recent testimony to the Senate Select Committee, on CIA's new initiative--recruiting, rewarding, and training its employees.

The excerpt bespeaks the growing importance of training in senior management's view of the challenges and opportunities facing the Agency.

Each manager in OTE has received a copy of the full testimony; I encourage you to read it. And, I welcome your ideas on how we can meet the challenges and grab the opportunities.

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Attachment



-- WE NEED TO MAKE EXTENSIVE CHANGES IN OUR PERSONNEL STRUCTURE TO ALLOW US TO MORE ADEQUATELY REWARD EXPERTS AS OPPOSED TO MANAGERS. WE NEED TO PROVIDE A WAY FOR TECHNICAL AND SUBSTANTIVE EXPERTS WHO DO NOT GO INTO MANAGEMENT TO CONTINUE TO BE RECOGNIZED AND REWARDED SO THAT THEY STAY WITH CIA AND HELP US WITH THE INCREASINGLY COMPLEX COLLECTION AND ANALYTICAL PROBLEMS WE FACE.

-- WE NEED TO RETHINK THE CURRENT SET OF INCENTIVES, ALLOWANCES, AND OTHER BENEFITS SO THAT WE CAN OFFER A BROAD, FLEXIBLE COMPENSATION PACKAGE THAT RECOGNIZES THAT THE NEEDS OF OUR EMPLOYEES VARY AT DIFFERENT STAGES OF THEIR LIVES AND CAREERS.

-- WE NEED TO REFOCUS OUR TRAINING PROGRAMS AND DEVOTE MORE OF OUR RESOURCES TO THEM, BOTH TO BRING NEW EMPLOYEES UP TO SKILL AND MATURITY LEVELS THEY DO NOT HAVE WHEN THEY JOIN US AND TO HELP MANY OF OUR EXPERIENCED PEOPLE REFRESH THEIR SKILLS AND UPDATE THEIR KNOWLEDGE IN THEIR FIELDS.

-- WE NEED TO TAKE FURTHER STEPS TO ENHANCE MANAGEMENT AND LEADERSHIP SKILLS OF THE PEOPLE ENTRUSTED WITH THESE RESPONSIBILITIES. WE LONG AGO REALIZED THAT IN MANY CASES WE CANNOT PAY EMPLOYEES WHAT THEY MIGHT EARN IN THE PRIVATE SECTOR. OUR ABILITY TO ATTRACT AND RETAIN PEOPLE RESTS STRONGLY ON OUR ABILITY TO LEAD AND MANAGE THEM IN WAYS WHICH CONSTANTLY REINFORCE THE EXCITEMENT AND CHALLENGE OF OUR PROFESSION.